Interview with
Blythe Rosenberger, Manager
San Antonio Employment Association
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I don't know if you appreciate the significance of what it you are studying but, believe me it is a story that needs to be told. For fourteen years now, ever since this program started, we have been nothing but a bunch of bastards as far as most people are concerned. Only in the past year have we made any attempt to tell our side of things. The troulbe is public relations costs money, big money. You can spend a million dollars awful easy trying to put out a pamphlet and sometimes you wonder what you have to show for it.

There some bad actors among the people employing Mexican-Nationals and I wouldn't try to kid you. Some of them get away with everything they can and I have absolutely no sympathy for them. But the troulbe is that the rest of us who are not bet the brunt of the criticism right along with the bad actors.

Question: Do the Nationals have a choice of employers?

Answer: Yes, here is the way the proceedure works. Let's say I need 200 men. I make a trip down to El Centro and there is a big auditorium there at the Reception Center where they have all the men being processed that day and we get up in front of them and we tell them exactly what we have to offer. We tell what type of work they will be doing, how much they will be paid, and so forth and so on. Then we ask all those who think they would be interested in working with us to stank up, usually more of them stand up than we can use, so we walk among them; I'll take you and you and you.

Question: What is the basis on which you make the selection?

Answer: You know it is a funny thing, other people have asked us that same question and I can't really give you an answer. We don't have any conscious set of criteria, but in long experience there are certain things we look for by intuition and I might say that intiution works pretty well. We don't make more than 3 or 4% mistakes.

Question: When you do make a mistake, what can you do about it later. Can you ship the man back to Mexico?

Answer: Yes, when we first started in here I had a couple of real jokers who just wouldn't work worth a darn, so we went through the machinery provided for in the contract to ship them back to Mexico. It is called a joint investigation. You have to call the consul to represent the worker, you have to call in the compliance officer to represent the U.S. government and you have to have a representatvie of the association. Well, after we tried it once or twice we said 'never again', it is just too much darn trouble, so what we do now is to take men on nothing but six weeks contract which is the minimum. If a man doesn't work out, well we can ship him back at the end of this time, paying him a minimum of three-fourths time and we haven't lost out too much. Most of the men, of course, work out very well and so long as we have work for them we extend their contracts. Right now things are a little slow, we have more men than we can use, so we are going to send 125 of them back to El Centro on furlough. They will be leaving Monday and they will be on furlough until September. The way this furlough business works is that we pay their way down to El Centro and when the furlough is over we pay the way back. What they do in between is their own business. They may stick around the border or they may go all the way into the interior to their homes.

Question: Could you tell me a little bit about the structure of this association?

Answer: The San Antonio Employment Association is fully owned by one of the local packing houses the Citrus Packing Company (?). The growers who are associated with this packing house, naturally have first call on the nationals, but if we have men available, individual growers who are unafiliated may also come to us for men. The only expense to them is prerated on a man-hour basis. That is, the costs of operating the camp are figured out in such a way that a grower who uses 500 men for amonth would pay 10 times as much as a grower who used 50 men for a month. The association itself is non-profit. Sometimes, as a matter

of fact, we go a little bit into the hole and when we do I have little troulbe explaining what has happened to the Board of Directors. As manager, I am in charge of the associations costs and I am answerable to this board of Directors. I myself have been here five years and if I may say so, we have worked it up into something a good deal better than it was when we inherited it. They didn't used to keep any records at all, for example. Now, I have a staff of eight full time people, most of them girls, who do nothing but work on the records.

The association operates in seven counties ranging from San Diego on the south, to Tulare in the north. This camp holds a maximum of 549 men but the assocation may have up to 900 men under contract at one time. What we do is rent housing in these other areas on a temporary basis during the peak seasons For example, there is a grower up in Portervillex who uses some of our men every year; in order to do this he has had to join this association and at the same time he is a member of the local association up in Tulare County.

Question: I understad that any time a local person aplies for work to one of your members the law requires you to hire him, even if you already have nationals doing the work?

Answer: That's true and although it doesn't happen too often it does happen. Last year for example, there was an occasion when all of asudden 400 locals showed up and said they wanted to pick oranges. We didn't know anything about them, but according to the law we had to take them on. We hadn't expected anything of the sort to happenin and so it meant we had more nationals than we could use and so we actually had to send 25 of our nations back home, but do you know what happened? I made a careful study of this experience and 75% of those locals stayed with us two days or less some left after picking for only twenty minutes. On the basis of these statistics I figured out that in order to harvest our crop at that particular season we would have had to hire 26,000 locals before the season was over. That will give you an idea what we are up against and why we are so happy with the Mexican-National program.

QUESTION: What kind of money do these men make?

ANSWER: Well, we have some who are doing work at an hourly rate, such as irrigating and here they will make from 85 to 95¢ an hour, but most of our work of course, is picking oranges, navels, valencias, and lemons and this is all on a piece rate basis. If a man really applies himself in picking citrus he can make a dollar and a half an hour, but on the other hand you can go broke awful easy. We have some men in camp right now who seem to be doing their best but who just can't get the knack and who can't make a thing.

QUESTION: Is there some minimum guarantee in cases like this?

ANSWER: Yes, after a lot of calculation and a lot of experimentation we have come up with the following solution which seems to be the fairest and which seems to please everybody. If aman earns below the crew average he will be brought up to the crew average; if a man earns above the crew average he will get to keep whatever he has made. Now let's take an example, let's say that at the end of the day, that a crew of twenty men will have picked a certain nombuer of boxes of oranges which figures out to an average of 84¢ per man per hour, you understand this is a purely hypothetical figure there probably isn't one man who earned exactly that; well let's say there was one guy who was just breaking in who earned only 40¢ an hour, he would receive 84¢ an hour.

A lot depends, of course, upon the box-rate and this depends in turn upon the quality of a grove. We have men who have been doing this work for years who are experts if anybody is, but they will still tell you that they have agreat deal of difficulty and going into a grove looking at the trees and deciding whether the rate should be 15¢ a box, 15 1/2, 16 or whatever. What they do is try to set a rate in advance, which will work out to approximately to 85 to 95¢ on an hourly basis. There is a fellow at U.C.L.A., Dr. Roy Smith, who has been hired as a consultant by the lemon growers up in Ventura County. He has figured out 91 different box rates; depending on such factors as size of the tree, size of the fruit, production per tree and so forth. We don't have quite

that many different rates, but we have plenty nevertheless. Many is the hour I have sat here with the slide-rule and worked on this problem. You can see that this job practically requires a mathematician and you can see too, that the girls in our office who have to make up the paychecks are bound to make errors when the calculations get as complicated as this. For example, the men in one of our crews worked at 14 different rates of pay during the course of one week, as you see mistakes are bound to happen. We had men coming to us and saying their pay checks are a little lower than they should be. All we have to do is check back into our records where we have exactly what rate the man was working at and exactly how much he picked and when there is a mictake we are only too happy to correct it. Sometimes it works the other way around and in checking our payrolls we have found we have overpaid, then we have to go to the man and collect from him.

QUESTION: I have heard about the term prefailing wage, could you tell me what this means exactly?

ANSWER: It means exactly what it says. These prevailing rates are determined by the State Department of Employment, we have nothing to do with it, but we have to abide by their decisions. Sometimes a rate will change in the middle of a crop, if the crop suffers damage from rain or sun or something of the sort; then the rate may well rise. One peculiar thing about this prevailing wage is that it often differs from county to county, some of our groves lie partly in Los Angeles and partly in San Bernardino County, in these cases the crew leader has to watch sharply, because the mate may change the instant a man steps across that imaginary line.

QUESTION: Do you get many complaints from these men?

ANSWER: Last year at one time or another we had 2000 men under contract, in the whole year we had only six complaints. I think that's a pretty good record.

QUESTION: What were the complaints about?

ANWER: This may surprise you but none of them were complaints about the feeding. This is something we have worked on particularly hard. When I first came in here the food was lousy, at that time it was being provided by a commisary outfit which was hired by the association. I was busy with so many other things that for the time being I was willing to go along with them although I told them that they had better get on the ball. Well, one night about three years ago, when I got through working in the office I stepped out into the yard and it seemed like every man in camp was gathered and kind of muttering among themselves. I said to them what seems to be the troulbe. Some of them held out to me handsful of worms and I said 'where the hell did they come from?', they told me they got them out of the meat they had been served that night. Well, by God, that really broke it, I was really made I got on the phone and called for a joint investigation after getting in touch with my Board of Directors,I fired the commisary outfit on the spot and with the approval of the Board of Directors, I said I would try my on hand at the feeding of the men to see if I couldn't do a better job. To be frank with you I had never had any experience along these lines in my life but I tried to make up for lost time for thirty straight days I work from three o'clock in the morning until midnight. I brought in some experts, dieticians and so forth, I paid them $100 a week just to tell me what I should do. Well in this way we caught on pretty fast and from that time on we have had no complaints. The association is still feeding the men although I guess most other associations are still using commissary outfits. In case you are interested in some typical menus, we are Camp A-3 in this little booklet I am giving you called "Report on Bracero Feeding Standards," Our general policy is to give the men food cooked in the way that they prefer and that means cooked in the Mexican style and to give them all they want. Every so often we go around and we ask the men if they have any suggestions as to how the food could be improved and sometimes we get some pretty good ideas in this way. Obviously, we can't provide individual tretment but we try to do our level best for the majority.

To make sure that the food is prepared in the authentic Mexican way we have the cooking done by Nationsal themselves. We select the cleanst and most intelligent of the men and we train them expecially for this work. We have a head-cook, a chief assistant, and 18 helpers in the kitchen. All of them are Nationals, if their contract expires and they have been doing good work we'll renew it right up to the limit. At one time we tried locals in our kitchen and we had the same kind of troulbe that we had with locals in the orchards. One Sunday morning none of our kitehcen help showed up, so nobody in camp ate that day. That taught us our lesson and we quit fooling around with the locals. Don't make any mistake aout it, kitchen work is no bed of roses. These men get up at 3 A.M. and the dish washers don't finish until 8 P.M. or later. Of course, they do have some time off in the middle of the day. We pay them an hourly rate, which is as much as they could make out in the fields and we have no gripes from them, in fact they seem to prefer this work.

Not long ago the Drpartment of Labor conducted an investigation throughout California on this subject of feeding. They found a good deal of feeding that they called adbominable, unfit for human consumption and here we have just what I told you before, a few rotten apples in the barrel who make some people think the whole barrel is bad. As I said I have absolutely no sympathy for these guys who are cutting corners, I simply can't understand what they are thinking about. The way we look at it here in this association is that you will always get better work from a man who is happy and the only way you are going to make aman happy is to feed him well. It is the old story of the army traveling on its stomaah.

QUESTION: Do you have any difficulty staying within the $1.75 per man per day limit?

ANWER: We manage. We made some mistakes, but we have learned from experience. You can do a lot when you are feeding on a mass basis, for example, the men we have here at present are eating 800 dozen flour tortillas and 500 dozen corn

tortillas per day. Meat is another thing that we try to give them plenty of. We figure an average of half a pound of meat per man per meal. This is straight meat you understand. If it is some type that has a lot of bone in it, then we will go up to three-fourth of a pound or maybe a full pound per man and this is a lot of meat. Sit down with a T-bone steak sometime and just see if it isn't a lot of meat. Of course, you understand, we don't give them T-bone steak very often. I will never forget one fellow we had in here who used to eat three dozen tortillas in every meal. He wasn't a very big guy, yet smaller than you are, but he was very wiry and strong; he was the hardest worker you ever say. He would work ten hours everday and love it and he saved every nickel he made, when he went home he was able to buy some land and he put it into tomatoes, he also bought some dairy cattle and now he is sitting pretty.

QUESTION: This brings up something that I have often wondered about, how much money are these men able to save?, how much are they able to send back to Mexico?

ANSWER: Well, of course it varies a great deal. We have had men up here for 18 months who are good workers and earned darn good money but who went home without a penny of it because they found ways to let it slip through their fingers here. But in many cases they are able to save a great deal.. One fellow went back with $1500, which is a lot of moeny in Mexico; he was able to buy outright fifty acres of land with three houses on it; so he is now a large land holder and a landlord. Just to show you how it can go though, another fellow who had been here the same time and had made just about the same amount of money here went home with $3 in his pocket,, this was back during the war when they could stay as much as five years.

We send the money back to Mexico for the men if they wish and we have sent up to $5000 every two weeks from this camp. In general I would say that the men come up here having worked for somebody else all their lives, if they play it smart when they get back to Mexico they are in a position to reverse roles and to hire other people to work for them.

QUESTION: I am particularly interested in the health of these men. Could you tell me a little bit about this subject?

ANSWER: Well, to begin with when we first get them here they are often just skin and bones. The other night for example, a group came in who had waited three months at Empalme before they could get their contracts. Another time we had a couple of men they were Indians who had walked from their homes in Vera Cruz all the way to the contracting center at Hermosillo. This is a trip of 1500 miles through the mountains. Think of the courage this takes, think of how many Americans would walk from here to Chicago on the chance that they might get a job there, because you understand these Indians couldn't be sure where they would end up, whether they would be able to get a job at all; Anyway, as I started to say, we frequently get them here in run down condition. I would guess that on the average our men will gain 10 to 15 pounds on the first six weeks with us. I have often thought I would like to do a study on this, but have not been able to get around to this.

QUESTION: Do they weigh the men in El Centro as part of their physical examination?

ANSWER: That is a good question. I am not sure, if they did of course, it would make it much easier for us to find out how much weight they gained on an average while they were in this country.

QUESTION: How about the clinic facilities provided here in this camp?

ANSWER: We have a regular camp doctor, Dr. Wood of Upland, who comes in everyday at 8 o'clock for sick-call, He stays just as long as necessary to see the men who are sick that day. We have a dispensary with various kinds of medicine and equipment. Dr. Wood is authorized to stock this dispensary with any type of medicine in any quantity that he thinks is necessary. To tell you the truth it's a rather modest clinic and this is something that I have worked on with my Board of Directors. I see a number of ways in which this set up could be improved; as we are working on a very tight budget and the board thinks that there are other things that come first and we have to proceed slowly.

Dr. Wood is a retired missionary doctor who worked 35 years in Brazil. He made quite a record for himself down there as I understand it. In Brazil of course they speak Portuguese which is very similar to Spanish. I don't know what he speaks to the men here, whether it is Spanish or Portuguese or a combination of the two, but any way he seems to understand them and to make himself understood. He also understands the Mexican nationality, he understands their little quirks and this is very important.

QUESTION: Is Dr. Wood on call if some emergency comes up during the day or night?

ANSWER: Yes, He is on call 24 hours a day and he is very good about coming whenever he is really needed, of course, he can't always come at a moment's notice; he has one other camp besides this one the Cucamonga camp, but the longest we have ever had to wait in the year and a half he has been with us was, two hours. I remember this particular case because the man involved was pretty unhappy anout it. He complained to the consul and the consul said to him the last time he called a doctor 'I had to wait half a day, so what the hell are you bitching about?'

QUESTION: On what basis is Dr. Wodd paid?

ANSWER: Dr. Wood is paid by the insurance company and I am not sure what the basis is. It may be so much for a flat retainer plus so much per man that he treats. I am just not sure, but I do know this whatever they are paying him he deserves more. He is a darn good man and he is doing a darn good job, in fact I took it upon myself to write to the insurance company not long ago giving Dr. Wood a pat on the back and suggesting that he might be due for a raise.

QUESTION: How about ambulance service?

ANSWER: We use Brown's Ambulance Service in POmona and we have never had trouble in getting them we we call. We take the men to the San Antonio Hospital because we have found that we get faster service there than at the Pomona Valley Community Hospital. All these medical expenses of course, the insurance company takes care of. Sometimes they do more for the men than they actually have to.

For example, not long ago we had a fellow hit by a car right out here on Mission Blvd. Usually when this happens the man is killed outright, but this fellow just had his leg mangled. Well, after being under observation for sometime it was decided that he had to have the leg amputated. Now the insurance policy says nothing about artificial limbs and the Pan American Underwriters technically did not have to do anything for the man in this score, but they bought him an artificial leg anyway and we fed him the whole time he was laid up and while he was learning how to use the leg which was about six months. When he went home he took $1200 with him and he is a very successful and happy man today.

I will give you another case, we had a man fall from a ladder and his legs were paralyzed. They took him to the hospital, gave him all sorts of X-rays couldn't find anything wrong, so then they called in some neurologists and all kinds of other specialists. This is still an unsolved case, he has been laid up in the hospital for four months now and he still can't move his legs; but the point is the unsurance company is taking care of all this without any question. Just the other day we sent along a bill to them on this particular case for $700. What happens is that the hospital or the ambulance company or whatever it may be sends the bill to us and we simply forward it to the insurance company. In the off-the-job cases the company pays within 10 days. The workman's compsentation cases take a little longer.

I can't say toomuch for the Pan American Underwriters. Another way that they help out where they don't really have to is in tonsillectomies, which are I suppose pre-existing cases if you want to get technical about it, but when this comes up they just laugh and say 'what the heck' and pay for them anyway. There is another authorized company besides Pan American Underwriters, but so far as I know nobody belongs to it. Incidentally all employees of the camp are eligible for the same coverage as the men. I myself have this kind of insurance and it is a good deal. I got a letter just today saying that the company is about to raise its benefits again $150 more is now going to be allowed for burial expenses, hospital benefits have been raised $14 a week and there have been a number of other changes too.

QUESTION: In general I take it that you are quite happy with the way the program is operating?

ANSWER: It is hard to have to say this, but I would rather work with Nationals than with our own people anyday. There is a lot that we can learn from these men. Some people seem to have the idea that they are a bunch of dummies. They may have little formal education but I can tell you that they are not dummies, by any means. When I say that we stand to learn a lot from them I mean, for example, in their devotion to their families and in their ability to work together without any friction.

In the five years that I have been working with Mexican Nationals, I have had at least 10,000 under contract and in that whole time we have had not one morals charge among our men. The closet thing to that was when a fellow was charged with indecent exposure. He had had a little too much to drink at some festival or other and he took a piss in the street and some old lady called the cops. Down in Mexico, of course, they do this all the time so the guy naturally didn't think he was doing anything wrong. What I mean to say is that they are extremely well behaved. When each group first comes in here in camp, we get them together and we give a little talk. We tell them what responsibilities we have and how they are free to come to us and tell us anytime they have any problem, the door to my office is always open, at the same time we tell them what their responsibilities are. We tell them what kind of behavior we expect them to live up to. We tell them, for example, that we don't want any liquor here in camp. We tell them very frankly that it is goint to be up to them to police themselves that we are not going to hold a big stick over their heads. WE have a system here where the men themselves elect a commission from among them to represent them. The consul comes in and supervised this election. Well, it is a fine thing, it works out very well. Time after time they will pick the best men in camp. They don't pick the radicals and irresponsibles and on the other hand they don't elect any

sissies either. They elect the smartest guys and the most level headed guys practically every time. Here is an example of why the camp committee works; we have some men here in camp who work among vebetables and some of them have to irrigate at night. Well, these men were having a hard time, because they were scattered around in the regular barracks where the other men were working different hours and consequently they were having trouble getting their sleep. They talked to their committee about this and the committee came to us and asked if these men couldn't be shifted to a special barracks al to their own. This seemed to us like a good suggestion and so we carried it out.

Another type of complaint that we have from time to time is that a man is homesick and when they say homesick they mean really sick. One fellow came in here and told me that he though he was going to die. He wasn't accustomed to being away from his family and he though if he didn't get back to his family right away he was literally going to die and you know I believe he would haveto. When cases like this come up we send the men home without any hesitation even though their contract may have quite a while to run yet.

QUESTION: How about religious services?

ANSWER: A priest comes in from Chino every Sunday morning and says Mass. I would say that there is almost 100% turnout. We do everything that we can for the men in this line and we co-operate fully with the priest. Maybe I should say this off the record but there are certain kinds of information that we aren't able to get from the men directly, maybe there are a little bit afraid of us or something well we are often able to get this information from the priest. We used to have an altar in the mess-hall but this didn't work out too well. Things got pretty congested, men would be kneeling down saying their private prayers and other men with trays full of food would practically fall over them. So we made a deal, we said to the men we will furnish the material for an outdoor chapel if you will provide the labor. They were very pleased about this , as it actually worked out all they did was do the cement work while we hired carpenters to make the structure itself. Every Saturday afternoon the men take

up a collection among themselves for flowers for the next day's services and then a delegation goes into town to buy the flowers. They usually get 8 or $10 worth and that chapel really looks pretty on Sunday mornings.

Speaking of decorations, on the 5th of May we had a real affair here. We told the men that they could buy whatever they wanted to in the way of decorations for the camp and we would foot the bills. Well, sir, they bought $300 worth of all kinds of crepe paper and bunting and so forth and they had this camp looking like a million dollars. That evening we brought in some entertainers, mariachis and so forth and we put on a program for the men. Do you know not one man in camp got out of line that night, not one man got drunk, of course there was some beer drinking but we had no trouble and this is what I mean when I say that all it takes is a little common snese and treating them right and they will be the best behaved bunch of men that you could ever hope to see. Just imagine what things would be like if you had 500 American boys here year in and year out you would have more rapes and riots than you could shake a stick at.

QUESTION: Do you have any idea what percentage of these men are married?

ANSWER: I would say that at least 75% of our men are married and have children and this is the way we like it. These are the ones who work out best because they have more stability. Incidentally another thing that keeps these fellows working hard while they are up here is the fact practically all of them are deeply in debt. They have to pay a mordida not just once but all the way along the line from the major of the village up to the time they step across the line in Mexicali and Calexico. Everybody knows that this is going on and naturally there are some squawks but the only agency that could do anything about it is the Federal Government of Mexico, and it doesn't do anything about it at all and the reason is very simple it is because the men in the Federal Government are as deeply involved in the mordida system as anybody else along the line the men themselves I guess you could say take this system for granted, they may be none too happy about it but they realize that it isn't going to be changed overnight, or in the next year or in the next decade.

QUESTION: How about the U.S. Department of Labor compliance officers what kind of a job are they doing?

ANSWER: I do not envy the complicane officers, they are in a very difficult job but they wre doing their best. They are trying to get along with a minimum if friction with the associations and at the same time trying to carry out a vast network of regulations. This program operates no so much under laws you know as under regulations which are handed down by some government agency or other. The law itself has something like 48 provisions, incidentally 47 of these are things which the employer must do and only one applies directly to the worker, but as I say all sorts and varieties of agencies are involved in this program. Agencies in the Mexican government, agencies, agencies in the Federal government of the U.S., agencies in the State government of California and so forth, We ourselves figured out that we had to satisfy 25 different agencies altogether We can't possibly satisfy all of them all the time, all we can do is do our best. As I started out to say these are the conditions that the compliance officer has to work under and they have a tough job. One fellow in this area dropped dead of a heart attack at the age of 41, I am not going to say that it was id directly because of his work with the Bracero program but I honestly believe that that had a lot to do with it. He was the conscientious type, too conscientious for his own good.

QUESTION: Do you believe that the average bracero is fully aware of the negotiations that go between the U. S. and Mexican governments and all the other things that lie in back of the program?

ANSWER: It is a little hard to say. I do know that in 1954 when as you may know the whole program was hanging in the balance because there were certain diffences between the two governments which they were having trouble solving. I know that at this time, not only we on the management end but the men themselves were talking about this a good deal. Naturally they were concerned as to whether they were going to be shipped back to Mexico next day or whether they would be

permitted to stay for a number of months and make the money they had hoped to make. I will also say that it is my impression that these men are very open-minded when it comes to questions of this sort and they don't always insist that their country is right.

QUESTION: How long does the average man under contract to you stay here?

ANSWER: I would say eight months is about the average. Some as I told you go back after their initial 6 weeks contract. We have others staying for 18 months, going home on furlough and coming back for another 18 montsh.

QUESTION: You say you have a staff of eight people besides yourself, are these locals or nationals?

ANSWER: Most of our clerical help are local girls two or three of our staff are nationals, former braceros whom we have arranged to have come up under visas. One person that we sponsored in this way has become naturalized.

QUESTION: Do you have any other comments or suggestions that you would like to make, Mr. Rosenberger?

ANWER: Here's a little side-line that might interest you. These men have an entirely different concept of money than you and I do. In this country we naturally assume that it is a good thing to make just as much money as we can and to keep this up as long as we can. The Mexican-National now is different, the average national comes up here with a very clear idea of how much money he needs to make and that's just exactly how much he will make. I don't know where his idea comes from. I suppose it depends upon the cost of living in the village, the size of his family and things like that, but here is the way it works. After he gets here one man will pick 50 boxes of lemnos a day,another man will pick 20 and they will keep this up come hell or high water. Our packing house and the other packing houses in the area have marketing agreements,that is they agree that they won't send any more fruit than a certain amount so that the price won't be depressed beyound the point where you can make a decent livelihood. Well let's say that picking has been very good for a couple of weeks

and we have almost come up to our quota for the month. For the last week or two of the month we may have to cut down on our picking and we used to try to do this by saying to the men, "well, today you'll only pick half a day" what happened? The fellow who had been picking 50 boxes a day, still managed to pick 50 boxes a day and the fellow who picked 20 still picked 20. It is this fixed idea, I was telling you about. We found that the only we actually are able to get them to cut down wass to say after they had picked that day's quota "that's all for today, boys," The same thing, incidentally takes place if we try to increase our production, a crew will come out picking within 50 boxes of its average, no matter how much we may encourage them to spped up.